



U.S. Department of Labor Employment & Training Administration

Graphical Version

Biography of Deputy Assistant Secretary

**DOUGLAS F. SMALL
Deputy Assistant Secretary for
Employment and Training
U.S. Department of Labor**

Douglas F. Small was recently named as the career Deputy Assistant Secretary for Administration and National Activity for the Employment and Training Administration (ETA). As one of two Deputies, Mr. Small oversees the Offices of Performance Results and Technology, Policy, Research and Development, along with the Foreign Labor Certification and Apprenticeship programs. He oversees the Finance and Administrative Management of ETA programs, providing leadership, guidance and direction for human resources, financial management and grants and contracts. He also was recently named as a lead liaison to two regions involved in the \$195 million U.S. Department of Labor's Workforce Innovation in Regional Economic Development (WIRED) initiative. Mr. Small is a member of ETA's steering committee on training and was appointed to the Board of Regents for ETA's Innovation University – an internal program to increase both the talent development and capacity of DOL employees to provide leadership to its workforce system partners.

Prior to assuming his current position, Mr. Small served as the Administrator of ETA's Office of National Response. As Administrator, he headed the Department's response to major economic dislocations due to mass layoffs, plant closures, and disasters. During his tenure, Mr. Small reorganized the Office of National Response, and coordinated the reengineering of the National Emergency Grant and Trade divisions. Before returning to the Department's National Office in October 2005, Mr. Small was ETA's Northeast Regional Administrator in Boston.

From 1984 through 1999, Mr. Small owned and operated a consulting business providing organizational development and human resources consultation and management as well as supervisory training courses to private companies and numerous federal agencies, including the U.S. Department of Labor. In 1989, he worked with U.S. AI D's Office of International Training to develop a program on Cost Analysis for Training Officers and Foreign Service Nationals, traveling to 17 foreign countries over a two-year period. Mr. Small re-entered federal service in 1999, when he was selected to manage the Division of National Program Development for the National Office of Job Corps.

Earlier in his career, Mr. Small had experience as a school teacher and held various positions in Job Corps. A University of Idaho graduate, he also completed work as a Senior Executive Fellow at Harvard University's John F. Kennedy School of Government and the Department of Labor's Senior Executive Service Candidate Development Program, as well as coursework at the Federal Executive Institute in Charlottesville, Virginia.

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